Ministry of Technology, Innovation and Citizens' Services

2015/16 – 2017/18 SERVICE PLAN

February 2015

BRITISH COLUMBIA

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Minister

Accountability Statement



The *Ministry of Technology, Innovation and Citizens' Services 2015/16 - 2017/18 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

Minister's Signature

Honourable Amrik Virk
Minister of Technology, Innovation and Citizens' Services
February 02, 2015

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Purpose of the Ministry

The Ministry of Technology, Innovation and Citizens' Services (the ministry) performs a dynamic role in government to support businesses, citizens and government ministries and broader public sector organizations. The mandate of the ministry is to grow British Columbia's technology sector, champion innovation, and enable the delivery of cost-effective, accessible and responsive services. The ministry supports businesses by making it easier for them to work with government, and by making the province a destination for the technology sector and innovation. Citizens have easier access to services and information, while ensuring their privacy is protected and their identity information is secured. The ministry ensures services meet the changing needs of its public sector clients while ensuring they are cost-effective, accessible and responsive. The ministry seeks out and leverages strategic vendor relationships and contracts so that the public sector – as a whole – can gain process and financial efficiencies. The Minister oversees the Knowledge Network Corporation, which delivers quality educational programming that is relevant and accessible to all citizens. The Minister also oversees the BC Innovation Council (BCIC), the province's lead agency for accelerating the commercialization of technology and advancing entrepreneurship with partners located in all regions of the province.

Strategic Direction and Context

The Minister's Mandate letter, addressed from the Premier on June 10, 2014 to the former Minister of Technology, Innovation and Citizens' Services, Honourable Andrew Wilkinson, is still in effect and recognizes the ministry for significant achievements in 2013/14. It also outlines an ongoing workplan for the ministry.

The mandate letter clearly stipulates that the only way to secure long-lasting prosperity is to ensure that private sector investments are welcomed and encouraged in our province. To that end, the ministry remains focused on several overarching objectives – to support the *BC Jobs Plan* to build a strong economy and create high-paying jobs in the technology sector and, to help eliminate barriers to economic development by cutting red-tape.

The ministry is currently developing a provincial innovation strategy paper to accelerate British Columbia's economic performance by supporting innovation, commercialization and entrepreneurship. British Columbia's technology sector provides over 84,000 jobs, across over 9,000 companies and is the third largest contributor to provincial economic output. The ministry is working closely with the British Columbia technology community on how government might enable the technology sector to best support economic growth and job creation.

At the same time, technology is rapidly transforming how citizens interact with government, driving demand for streamlined service experiences and access to more information and data than ever before. The ministry is working to ensure that the services citizens need and expect from their government are delivered as effectively as possible while, at the same time, ensuring that citizens' privacy is protected and information is secure. Seizing strategic opportunities to engage our vendors in innovative

solutions to common service delivery challenges will help ensure that the ministry can make this vision a reality over the short and long term. The BC Services Card is an example of opportunities for innovation being realized. This ground-breaking Services Card will eventually enable more service enhancements and streamlining beyond drivers' licensing and medical services.

The ministry must also ensure that its internal operations are managed in a fiscally responsible way so that financial efficiencies can be achieved. The ministry continues to contribute to government's overall fiscal discipline by looking for opportunities to streamline processes. Establishing a Lean culture, where public servants are engaged, empowered, supported and held accountable to continuously improve processes to deliver value to British Columbians, is well underway and is being embraced by the ministry.

The goals, objectives, strategies and performance measures of the ministry align with the Taxpayer Accountability Principles, reflecting the priorities and values of government and the citizens of British Columbia. The principles strengthen accountability, promote cost control, and ensure government operates in the best interest of taxpayers, including a requirement to establish a strong ethical code of conduct for all employees and executives. The Crown corporation reviews and core reviews conducted to date, have identified opportunities to enhance public sector governance and increase public sector accountability to taxpayers. These principles will be built into the ongoing business of public sector entities to ensure the decisions they make reflect the priorities and values of government and their shareholders - the citizens of British Columbia.

Goals, Objectives, Strategies and Performance Measures

The following three goals govern the ministry's day-to-day operations and strategic priorities:

Goal 1: Create conditions for B.C. businesses to be successful

Goal 2: Make it easier for citizens and businesses to interact with government

Goal 3: Deliver efficient and effective services to the Public Sector

These goals, combined with the objectives and strategies of the 2015/16 – 2017/18 Service Plan, align with the ministry's internal operations, while maintaining the external focus critical to the organization's success in serving the public. The objectives translate each goal into more specific desired outcomes. The strategies describe the key activities and initiatives that will be implemented in order to achieve the desired objectives. The performance measures linked to objectives are indicators for the progress being made.

Three-year targets have been set for each performance measure. Internal benchmarks are used to set targets because, in most cases, national standards do not exist.

Goal 1: Create conditions for B.C. businesses to be successful

Supporting the technology industry to move ahead and attract and retain talent, employers and investors, is central to the ministry's mandate detailed in the *BC Jobs Plan* and *B.C.'s Technology Strategy*. The ministry's role is to work with the BC Innovation Council to help foster collaboration between the technology industry, academia and other parts of government that will enable job growth. This kind of collaboration and co-operation will ensure that innovative ideas from industry and post-secondary institutions can become successful commercial ventures.
In further support of small and medium businesses' success and economic development in the province, the ministry consults with the business community to find ways to streamline government services and processes. As a result of these consultations, a key focus will be to make it easier for businesses to access government procurement opportunities.

Objective 1.1: Position B.C. as a destination for the technology sector and innovation

Strategies

- Encourage the development, commercialization and adoption of technologies and processes that align with government priorities
- Work with private sector, post-secondary partners and other ministries in support of *B.C.'s Technology Strategy*
- Encourage commercialization and knowledge transfer between universities and businesses

Performance Measure 1: The number of co-op students undertaking private business placements in B.C.

Performance Measure	2013/14 Baseline	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
The number of co-op students undertaking private business placements in B.C.	7,130	7,300	7,480	7,660	7,850

Data Source: BC Co-op Education Statistical database

Discussion

Achieving the goal of creating conditions for B.C. businesses to be successful, involves facilitating their access to talent and to entrepreneurial expertise. The BC Innovation Council is responsible for developing programs to jump-start new companies. Currently, the BC Training Tax Credit program supports apprentices in industrial trades. If the program is expanded to include technology trades, it would greatly support B.C. technology firms.

This measure contributes to business success by improving businesses' access to talent through increased co-op placements. Increasing co-op placements will also ensure that students have the necessary real-world experience in technology firms, which will improve the quality of their training and job prospects. Tracking the increase of co-op placements will validate the expansion of the BC Training Tax Credit Program. For 2013/14, there were 11,898 total co-op placements, of which 7,130 were private business placements inside B.C. (about 85% of all private sector co-op placements). These numbers are tracked by the BC Co-op Association and Accountability Council.

Objective 1.2: Streamline processes and access to information and services so it's easier for businesses to access government resources

Strategies

- Make it easier for small businesses to access and compete for government work by continuing to streamline the procurement process
- Partner with businesses to simplify and improve interactions with government
- Improve government's procurement system (BC Bid) to enable a fully managed digital procurement process

Goal 2: Make it easier for citizens and businesses to interact with government

Technology is rapidly affecting all aspects of our daily lives. Ministry research tells us that citizens and businesses want more access, choice and options to access government services and information, especially digitally. They also want better integration across all government services provided by the ministry, whether it is in-person, digitally or on the telephone. In expanding choice and greater access to digital services, the ministry needs to ensure that their privacy and information is secure and protected.

Objective 2.1: Citizens and businesses can easily access government services and information

Strategies

- Make it easier to access services and information with on-demand and self-service options
- Improve integration of in-person government services in communities
- Enable a consistent service experience for in-person, telephone, and digital services
- Provide timely and appropriate information to the public

Performance Measure 2: Citizen Satisfaction with Service BC Centres and Contact Centre

Performance Measure	2012/13 Baseline	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Citizen Satisfaction	90%	At least 90%	Biennial Survey; next survey in 2016/17	At least 90%	Biennial Survey; next survey in 2018/19

Data Source: BC Stats

Discussion

This measure is based on a biennial survey that focuses on the satisfaction of citizens when they access government programs and information in-person through Service BC Centres, and by telephone through the Service BC Contact Centre. The measure shows how satisfied citizens are with the availability, usability and delivery of services they receive when they access government programs and services.

Performance Measure 3: Business Satisfaction with BC Registry Services

Performance Measure	2011/12 Baseline	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Business Satisfaction	89%	At least 89%	Biennial survey; next survey in 2016/17	At least 90%	Biennial survey; next survey in 2018/19

Data Source: BC Stats

Discussion

The first Business Satisfaction Survey was conducted by BC Registry Services in 2011/12 to assist in assessing the quality of existing services and to provide a basis for strategic planning for the effective delivery of services in the future.

As the basis for business satisfaction, the survey establishes a common measurement across a variety of services to business that will be used as the baseline for comparison with future assessments of satisfaction and service quality.

Performance Measure 4: Productivity Improvements in Processing Freedom of Information Requests

Measure	2008/09 Baseline	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Average cost to complete an FOI request by IAO	$1,190	$950	Outperform baseline by at least 20%	Outperform baseline by at least 20%	Outperform baseline by at least 20%

Data source: Corporate Request Tracking System (CRTS)

Discussion

Government tracks every Freedom of Information (FOI) request received and regularly reports out to the public on a quarterly and annual basis. In January 2009, FOI services were consolidated under Information Access Operations (IAO) to provide centralized service to client ministries.

This performance measure tracks the average cost to process a FOI request. The number of FOI requests received by government has increased exponentially in the years since centralization in 2009, and IAO aims to provide the best service to ministry clients and the public in a manner that is efficient for taxpayers. In addition to leveraging the benefits of centralization, substantial productivity gains have been achieved through Lean and continuous improvement projects, and increased specialization and professionalization of FOI analysts. As a result, the average cost to process a FOI request is expected to decline from the baseline year with these improvements. In 2014/15, IAO is on track to meet its target of $950 to process a FOI request, which is 20% less than the baseline.

Objective 2.2: Expand and improve access to digital service delivery

Strategies

- Support the expansion of high-speed Internet services and cellular coverage in rural and remote areas
- Improve digital service delivery for businesses and citizens
- Continue the expansion of proactive and routinely released government information

Performance Measure 5: Percentage of First Nations with access to broadband facilities

Performance Measure	2007/08 Baseline	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Percentage of First Nations with access to broadband facilities	42% (85 of 203 First Nations)	94% (190 of 203 First Nations)	96% (195 of 203 First Nations)	100% (203 of 203 First Nations)	Not Applicable (Complete)

Data Source: Network BC

Discussion

This performance measure demonstrates the level of success in enabling First Nations communities' access to broadband Internet services. The province provides assistance in the development of upgrade strategies to telecommunication transport and backhaul infrastructure that allows service providers to connect First Nations homes, businesses and schools to the Internet.

The provincial government continues to support First Nations-led connectivity initiatives that provide access to broadband Internet services. The targets presented are based on information received from several sources, and are subject to change during the upgrade process depending on weather conditions, terrain and remoteness of each community.

This measure does not take into account the number of communities with last mile infrastructure in place, the number of communities with local high-speed services available, or the take-up (i.e., end-user) usage rate of how many users there are. The province does not have direct control over the targets, as this initiative is being delivered externally by First Nations organizations.

The performance measure is anticipated to be completed by March 31, 2017.

Objective 2.3: Protect and secure citizens' privacy and information

Strategies

- Provide effective and secure identity management solutions that help citizens to access a wider range of services through the BC Services Card
- Ensure optimal training for the public service on security, privacy and information sharing policies and practices to protect citizens' privacy

Performance Measure 6: Number of citizens issued a BC Services Card

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Number of citizens issued a BC Services Card	2,000,000	2,800,000	3,500,000	3,500,000

Data Source: Provincial Identity Information Management Program

Discussion

This new performance measure will demonstrate the progress in issuing BC Services Cards to citizens around the province. The BC Services Card is a key enabler for government to implement service enhancements and address citizen's needs and demands for self-serve and streamlined services. The BC Services Card will make it easier for citizens to securely access government services digitally, and will provide improved and streamlined access to government services in person.

Goal 3: Deliver efficient and effective services to the Public Sector

In today's fiscal environment, government requires the ministry to be creative and innovative about assets like real estate and technology so they are well managed, cost-effective and secure. The ministry must also ensure that public service employees have the workplace tools they need to do their work effectively, such as up-to-date systems and equipment, policies and flexible office space options that will enable them to be most effective.

Objective 3.1: Information technology and real estate services meet the changing needs of core government and broader public sector organizations

Strategies

- Continue to set the strategic direction for information management and information technology
- Foster strategic vendor relationships for cost savings and innovative service development
- Government's real estate portfolio is optimized for space utilization, safety and security, and supports government's service delivery model
- Real estate activities are leveraged to advance broader government objectives such as greenhouse gas reduction, accessibility and innovation

Performance Measure 7: Broader Public Sector Organizations Using Data Centres

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Number of broader public sector organizations using the Data Centres	9	11	13	15

Data Source: Hosting Administrator's Office

Discussion

This new measure demonstrates that the ministry is providing information technology services that meet the changing needs of the broader public sector. These services include data centres, servers and data storage for the provision of applications and related information processing.

Performance Measure 8: Percentage of vacant office space

Performance Measure	2011/12 Baseline	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Percentage of vacant office space	1.5%	<1.65%	<1.65%	<1.65%	<1.65%

Data Source: @REAL, Real Property Division's industry standard real property management system

Discussion

This measure demonstrates the ministry's efficiency in managing office space infrastructure. This includes the prudent procurement and allocation of facilities for government program use.

Diligent office space management reduces costs and demonstrates stewardship of resources on behalf of citizens. Care must be taken in establishing targets, as prudent holdings improve effectiveness, reduce costs by providing space for shorter-term programs and temporary space during renovations, and improve responsiveness to emerging needs.

Objective 3.2: Public service employees have the workplace tools they need to do their jobs effectively

Strategies

- Implement innovative office space designs to enhance effective employee collaboration and mobility
- Enable flexibility and choice in technology tools by developing creative and secure approaches for staff to conduct their work

Objective 3.3: Provide core government and the broader public sector with cost-effective, accessible and responsive services

Strategies

- Leverage the benefits of shared services and strategic partnerships across government and the broader public sector
- Improve corporate supply arrangements to further reduce costs and increase value for money
- Continuously improve the effectiveness of business processes

Performance Measure 9: Administrative Cost of Delivering Shared Services

Performance Measure	2012/13 Baseline	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Administrative cost, as a percentage of gross expenditures, to deliver shared services	1.8%	1.7%	< 2.0%	< 2.0%	< 2.0%

Data Source: Corporate Accounting System

Discussion

This measure demonstrates the ministry's effective and efficient use of financial resources in delivering shared services. Containing administrative costs at an effective level ensures that maximum funding is available to deliver services to core government and broader public sector organizations.

The ministry reduced administrative overheads over the four years leading up to fiscal 2012/13, resulting in only 1.8% spent (or $13.9M) on administration to support shared services. As a result, future year targets are based on this baseline. It is expected that, through the implementation of continuous improvement initiatives that focus on administrative unit efficiencies, the ministry will be able to maintain these targets. If necessary, targets will be adjusted on a year-to-year basis, once those initiatives have been considered. Reporting for this measure will begin in this year's Annual Service Plan Report.

Resource Summary

Core Business Area	2014/15 Restated Estimates[1]	2015/16 Estimates	2016/17 Plan	2017/18 Plan
Operating Expenses ($000)				
Services to Citizens and Businesses	17,724	17,923	18,054	18,302
Office of the Chief Information Officer	12,442	12,496	12,532	12,598
Innovation and Technology	8,487	8,491	8,493	8,498
Executive and Support Services	25,050	25,061	25,118	25,229
Logistics and Business Services	12,182	12,471	12,660	13,018
Real Property	268,732	268,822	268,881	268,993
Technology Solutions	146,046	147,625	147,704	147,888
Total	**490,663**	**492,889**	**493,442**	**494,526**

Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Office of the Chief Information Officer	19,675	41,590	55,340	78,130
Executive and Support Services	10	10	10	10
Real Property	132,080	130,412	164,614	125,127
Technology Solutions	42,703	18,561	15,558	11,644
Total	**194,468**	**190,573**	**235,522**	**214,911**
Other Financing Transactions ($000)				
Release of Assets for Economic Generation				
Receipts	(5,000)	(5,500)	(3,000)	(2,000)
Disbursements	5,000	5,500	3,000	2,000
Total Net Cash Source (Requirements)	**0**	**0**	**0**	**0**

[1]For comparative purposes, amounts shown for 2014/15 have been restated to be consistent with the presentation of the *2015/16 Estimates*.

Note: Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

Appendices

Appendix A: Ministry Contact Information

Department	Telephone	Website or Email
BC Innovation Council	**In Metro Vancouver:** 604 683-2724 **Elsewhere in B.C.:** 1 800 665-7222	http://www.bcic.ca/
Freedom of Information and Protection of Privacy	**In Victoria:** 250 356-1851	http://www.cio.gov.bc.ca/cio/priv_leg/index.page
Government Chief Information Officer	**In Victoria:** 250 387-0401	http://www.cio.gov.bc.ca/
Knowledge Network Corporation	**In Metro Vancouver:** 604 431-3222 **Elsewhere in B.C.:** 1 877 456-6988	http://www.knowledge.ca/
Information Access Operations	**In Victoria:** 250 387-1321	http://www.openinfo.gov.bc.ca/
Service BC	**In Victoria:** 250 387-6121 **In Metro Vancouver:** 604 660-2421 **Elsewhere in B.C.:** 1 800 663-7867	http://www.servicebc.gov.bc.ca/
Premier's Technology Council	**In Victoria:** 250 356-1894 **In Metro Vancouver:** 604 827-4629	Premiers TechnologyCouncil@gov.bc.ca

Appendix B: Hyperlinks to Additional Information

Listing of Ministry Legislation
www.leg.bc.ca/PROCS/allacts/LCSOG.htm

British Columbia's Technology Strategy Document
http://www.bcjobsplan.ca/wp-content/uploads/TechnologyStrategy2012.pdf

Citizens @ the Centre: B.C. Government 2.0 Document
http://www.gov.bc.ca/citz/citizens_engagement/gov20.pdf

BC Jobs Plan
http://www.bcjobsplan.ca/